

COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

COMMUNIQUE

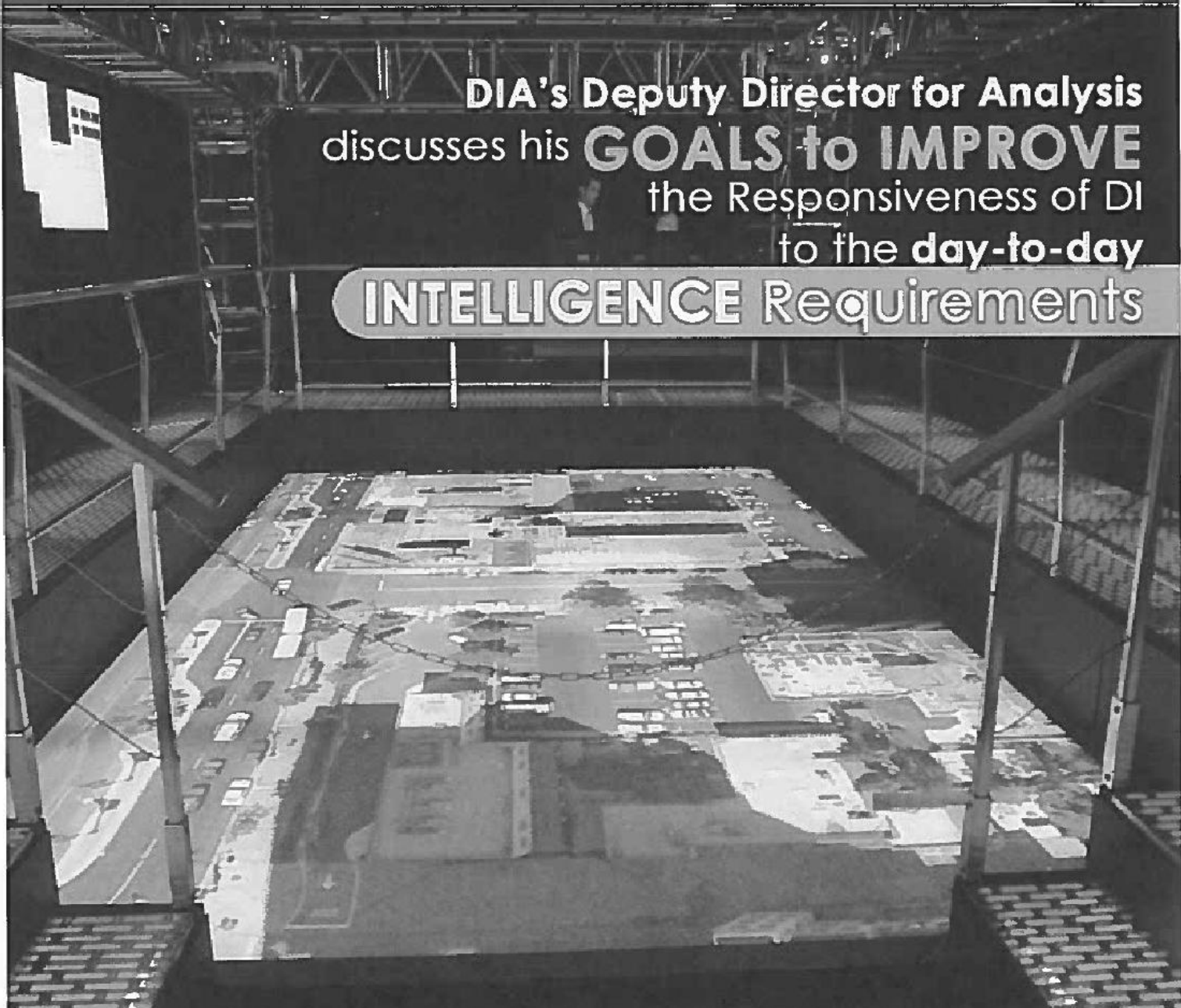
MARCH 2005 VOLUME 17/NUMBER 2

A DEFENSE INTELLIGENCE AGENCY PUBLICATION

Award Winners
in our Midst

Transforming Critical
Infrastructure Analysis

The Changing Face of
Resource Management



DIA's Deputy Director for Analysis
discusses his **GOALS to IMPROVE**
the Responsiveness of DI
to the **day-to-day**
INTELLIGENCE Requirements

DIAP - A New Analytic Model •
Airliner Lasings - DIA to the Rescue •
Business Intelligence Tool Assists Analysts •



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COMMUNIQUE

MARCH 2005 Volume 17/Number 2
A Defense Intelligence Agency Publication

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On the Cover: The high definition projector array located on the DIAC seventh floor is a one-of-a-kind, 18-by-11 foot, 20 million pixel projector that allows analytical teams to explore significant features of urban scenes in three dimensions. This is just one of the elements that DIA and community analysts, collectors and IT professionals use in this interdependent, capability-rich environment.

Interview with DIA's Deputy Director for Analysis

Earl Sheck Discusses his Goals to Improve the Responsiveness of DI to the Day-to-Day Intelligence Requirements



By Communiqué Staff, DXP

Mr. Earl E. Sheck joined DIA in March 2003 as the agency's deputy director for analysis. The Directorate for Analysis (DI) provides all-source intelligence analysis, production and management support to the Secretary of Defense, the chairman, Joint Chiefs of Staff and the combatant commanders. The directorate also manages the DoD Defense intelligence Analysis Program that integrates general military intelligence and scientific and technical intelligence analysis conducted at DIA, the service centers (Army, Navy, Marines and Air Force) and the unified commands.

The Communiqué editor spoke with Mr. Sheck about his goals and priorities to continuously produce the right knowledge through aggressive all-source analysis.

COMMUNIQUÉ: Please tell our readers a little about yourself. How have your previous assignments prepared you for your role as DIA's deputy director for analysis?

MR. SHECK: I started my career in intelligence in the Navy. I spent six years as a signals intelligence analyst in the Naval Security Group, the last two years of which were in the National Security Agency (NSA). I subsequently moved to what was then called the Navy Ocean Surveillance Information Center, which was the Navy's operations intelligence watch. I started there as a Russian submarine analyst.

In the early 1980s, I had a rotational assignment to NSA with the Navy to work a special project. I was integrated into NSA work force, which was a tremendous experience. Working within a major collection agency is something that most people in the all-source intelligence world just don't get an opportunity to do, and we need to find a way for it to happen more often. We also need to find ways for collection experts to work with us.

Following several years as a mid-level direct supervisor, I advanced to various senior management positions, where I had the opportunity to do budgeting, programming, human resource management, etc. I next assumed a policy position in the Navy Operational Intelligence Center and eventually became the executive director of the Office of Naval Intelligence (ONI). I



Mr. Earl E. Sheck, Deputy Director for Analysis.

left ONI in 2000 for a job on the Navy Staff, supporting the Director of Naval Intelligence.

So I've done just about all of the different kinds of managerial jobs you can do in the government. When I came over here, I had the benefit of having all that experience behind me.

COMMUNIQUÉ: You have been with DIA two years now. What is your impression of the agency, and DI in particular?

MR. SHECK: I was surprised by the scope of responsibilities and scale of requirements that DIA has. I also was surprised by the warm welcome I received from managers and analysts alike, which is a plus when coming from outside the organization. As time passed and I saw more of the organization, I was really impressed with the caliber of people here.

The biggest shock to me was the magnitude of change that DIA was going through when I checked aboard. I was impressed and pleasantly surprised by

the willingness of the work force to adapt to new ideas and challenges.

COMMUNIQUE: The DIA strategic plan and the director's intent both discuss the need to continuously produce the right knowledge through aggressive all-source analysis. What is happening in DI to respond to this concept to strengthen the quality and contribution of all-source analysis?

MR. SHECK: It was clear to me even before I arrived at DIA that the breadth and depth of our customers' requirements far exceeded our ability to satisfy them. DIA implemented a production concept in the com-

What is the difference between all-source analysis and all-source operations?

MR. SHECK: All-source analysis is an effort in which all of the data and information that applies to a problem is made available to the analyst. It must be unfettered access to all relevant information for us to do our job well. We aren't there yet.

All-source operations are activities planned and executed with all elements of the intelligence and operational communities, operating as an interdependent whole.

The key methodological point is that true all-source analysis in today's environment demands the interdependence of many independent parts. Establishing a working environment that promotes the integration of disparate expertise is absolutely mandatory if we are to succeed in the future.

The newly refurbished seventh floor in the DIAC is an example. A tour of this modern facility will reveal analysts and collectors and IT folks sitting in the same room, working on a common problem in an open environment that is equipped with the latest data processing and presentation tools. And people are out there from the community, not just DIA.

In the broadest sense, all components of the community – collectors, analysts, IT providers, fiscal and human resources specialists, managers and developers, physical plant managers, etc. – must become interdependent. We must better understand what we require of each other and we must work together to provide it. None of us will succeed independently.

COMMUNIQUE: How do you interact with other components of DIA that support all-source operations?

MR. SHECK: The problems that we have today from an analytical perspective are very difficult to answer. We need to partner with Deputy Director for Human Intelligence Brig Gen. Michael Ennis in the human intelligence world and Deputy Director for MASINT and Technical Collection Art Zuehlke in the measurement and signature intelligence world. They need to understand my business almost as well as I do so that they can go get the collection that I need to answer those hard analytical problems. They also assist us in leveraging the collection capabilities of the rest of the national intelligence community. We are constantly looking for ways to put analysts and collectors in the

**"ALL-SOURCE OPERATIONS ARE ACTIVITIES
PLANNED AND EXECUTED WITH ALL
ELEMENTS OF THE INTELLIGENCE AND
OPERATIONAL COMMUNITIES, OPERATING AS
AN INTERDEPENDENT WHOLE."**

munity called 3Ms (master, measure and monitor), or more formally, the Defense Intelligence Analysis Program (DIAP). The DIAP is a division of labor among DIA, the service intelligence centers and the unified command intelligence centers. It exploits unique organizational strengths, while reducing duplication to the greatest amount possible. Hopefully this construct will build some flexibility into the system so that we are not all surging against problems at the same time, thereby promoting more stability into the work force. Most importantly, the DIAP will allow DIA and the larger community to focus on those really hard problems that take time to study.

We started it here in DI; we worked it through the director and received endorsement from the Under Secretary of Defense for Intelligence. Staffing throughout the larger community is now underway, but DI has already changed to align itself with the 3M responsibilities. The DI work force was generally supportive of the concept from the beginning, which is a compliment to them. It was a pretty significant change from how we conducted business in the past.

COMMUNIQUE: The director's intent stresses the imperative need to generate knowledge by strict adherence to all-source processes and methodologies throughout DIA, to produce all-source operations.

same environment to understand each other's problems so we can build a better network. That is the only way to succeed in the future.

Deputy Director for Information Management and Chief Information Officer Mike Pflueger needs to provide us with reliable communications networks and state-of-the-practice analytical tools so we can deal with the massive amounts of information that we deal with day-in and day-out.

Deputy Director for Administration Jim Manzelmann delivered the seventh floor so we have a work space that is adaptable to analyst-collector integration. Soon we will open a new state-of-the-practice building here. He also has made great strides in recruiting and hiring the high quality people we need to succeed today and into the future.

Since about 35-40 percent of the folks in DI are new, we need to get them up to speed and trained so they can become a productive element of the work force as quickly as possible. Chief Training Officer John Allison has placed a high priority on this requirement. His staff is also providing the more seasoned analyst with the additional skills they need to succeed in an ever-changing environment.

However, no matter how successful we are in developing the work force within DI, there's always going to be the requirement for outside expertise. All of this demands resources. I need to pay my people and buy requisite tools, but I also need to go buy non-government talent occasionally. So I rely heavily on Chief Financial Executive Michele Platt and Chief of Congressional Affairs Kathy Turner to deal with the Intelligence Community Management Staff and congress to acquire the necessary funding.

And then I have many other issues that we all deal with and those are legal, diversity and regulatory and policy issues. And so General Counsel George Peirce, Inspector General Neely Moody and Diversity Management Chief Armando Rodriguez assist us every day to ensure we are moving the organization forward in a way that conforms with DoD rules and regulations.

So when Vice Adm. Jacoby talks about all-source operations, to me, it's not even something you have to think about because it's clear. The only way we can survive today is to become an interdependent agency. I

could have the best all-source analysts in the world, but they would fail without the support from the people and organizations I just mentioned. The more we understand each other's capabilities and needs, the better we will become. We will then become a true "all-source" operation.

I would take it one step further: we won't succeed unless we become interdependent with the rest of the community. We need to become interdependent with all those within the all-source defense intelligence world. So this idea of all-source operations isn't just a DIA issue, it's an intelligence community issue!

COMMUNIQUE: What can you tell us about plans to integrate DI and J2 analysts?

MR. SHECK: The division between current and in-depth analysis – or tactical and strategic level analysis – has become blurred over the last few years. The speed and precision of modern diplomacy and modern warfighting demands more speed and more analytical depth in our intelligence support, so the organizational division no longer makes sense.

When I checked on-board two years ago, the director told me that he wanted to consolidate all intelligence analysis within a single directorate. The first step was the integration of the former Directorate for Policy Support into DI. The next step will be the integration of the analytical elements of the Directorate for Intelligence, J2, into the DI, which we've been working for almost two years.

All-Source Analysis

All [ôl] adj. [ME al < OE all.] 1. The total entity or extent of 2. The whole number, amount, or quantity of 3. The utmost possible of 4. Every 5. Any whatsoever – pron. 1. Each and every one 2. Each and every thing – n. 1. Everything one has 2. The whole number: TOTALITY – adv. 1. Wholly: entirely 2. Each: apiece

Vice Adm. Jacoby, Maj. Gen. Burgess and I have developed a carefully defined set of parameters of what we want to accomplish in the transfer to DI, and what will remain under the direct control of the J2. Representatives from DI and J2 currently are working the detailed planning to implement those objectives.

Our goal is to have a single analytical voice within DIA. My goal is to continue the high level of intelligence support that the J2 organization has been giving, and also improve the responsiveness of the rest of DI to the day-to-day intelligence requirements.

This move will require a cultural shift in DI. We must learn to operate within the compressed timelines our J2 partners have operated under for years. We have a lot to learn from each other, and I'm convinced that we will all benefit from this integration.

Change is difficult, but it is made easier when people are committed to success. I am particularly grateful to General Burgess and his staff for the spirit of cooperation they have exhibited during our integration discussions.

COMMUNIQUE: What are some specific contributions and successes that DI has made during the past year to support the DIA mission and the warfighter?

"WE ARE CONSTANTLY LOOKING FOR WAYS TO PUT ANALYSTS AND COLLECTORS IN THE SAME ENVIRONMENT TO UNDERSTAND EACH OTHER'S PROBLEMS SO WE CAN BUILD A BETTER NETWORK. THAT IS THE ONLY WAY TO SUCCEED IN THE FUTURE."

MR. SHECK: We helped support the creation of the Iraq Survey Group very early on in the process. And I think that our contribution to that was a success. We have had a continuous flow of analysts into Iraq and to Qatar and they were all volunteers. I hear nothing but high praise from the people they work for in the theater, so I consider that to be a success. Our ability to rapidly adapt to pretty dramatic change in the implementation of the 3Ms I also consider a success. After all of the scrutiny of the WMD commission report, the ability of DI folks to look inward, discover their own problems, and take corrective actions before someone told them to I think is a success.

Overall, I believe the organization has been very successful and I think it can also be even more successful in the future.

COMMUNIQUE: What are some of the greatest challenges confronting DI? What are your main goals and priorities to address those challenges?

MR. SHECK: To be honest, I don't look at things as challenges. We will always have challenges that confront us – we have them today, we had them in the past, and we'll have them in the future. There are always things out there that can obstruct, delay or otherwise affect something you want to accomplish. That's just reality. And so I just don't focus on that. I would rather focus on what we're trying to accomplish and then look at what we need to do to get there.

I think you will always find a way to adapt to changing environments. That goes back to one of my earliest impressions of DIA, and that is how adaptable to change the organization is. We have some big things that we want to accomplish and they won't be easy. But I really do feel that the work force is up to the challenge.

COMMUNIQUE: How will congressionally mandated intelligence reforms impact DI operations?

MR. SHECK: I think it will have little impact on day-to-day operations. It is a bit too early to tell, but it will likely provide opportunities to enhance information sharing across the community that will be a tremendous benefit to us. I think the reforms will encourage and facilitate dialogue between DIA, CIA, the National Security Agency, the National Geospatial-Intelligence Agency and other defense agencies. It does recognize the importance of intelligence and hopefully will translate to congressional support for the actions DIA already has underway.

COMMUNIQUE: Is there anything else you would like the DIA work force to know about you and DI?

MR. SHECK: I would like to thank everyone in DIA for making this 34-year employee of the Navy feel welcome. It truly has been a gratifying experience. I'm proud to be part of the DI team and I'm especially proud to be their representative outside of DIA. I can't stress too much the importance of community. DI wants to be part of the team. That means the DIA team, the defense intelligence community team and the national intelligence community team. We know their success will be ours, and vice versa. 🌐

Civilian and Military Personnel Update



Civilian and Military Retirements, Anniversaries, Promotions and School Graduations in January and February 2005

By Office for Human Resources, DAH

Civilian Retirements

Gary L. Bohl, DI
Patricia C. Briggs, DA
John W. Bullach Jr., DI
John H. Cade, DI
Wally J. Connolly, J2
Nancy E. Cruise, DH
Marva L. Frensley, DH
Barbara W. Gant, DS
Brenda S. Keith, DI
Alan R. Manners, DI
Wayne E. Perkins, MC
Edda E. Reichard, DH
Kathryn A. Scala, MC
David I. Silvers, TE
Ellen M. Silvers, DS
Marvin E. Spsychaj, DI
Linda F. White, DA
Robert L. Wiley, DA
Thomas E. Will, FE

Employees Celebrating 40 Years Federal Service

Elmer D. Coon III, DH
Emil J. Markulis, DS

Employees Celebrating 35 Years Federal Service

Francis T. Carrigan, DT
Deborah J. Knight, DS
Ronald F. Krueger, DI

Employees Celebrating 30 Years Federal Service

Isiah S. Badger, DA
Robert A. Githens, DH
Marsha L. Hart, DT
Lamonte Johnson, DS
Daniel T. Mangino, J2
Jeffrey A. Matt, DI
William J. Wetzork, DT
John J. Wright, DI

Employees Celebrating 25 Years Federal Service

Michel W. Bouvier, DI
Jeffrey L. Ford, DS
Cheryl R. Green, DI
Sherry R. Hernandez, DS
E. John Hutzell, DA
David G. Leatherwood, DH
Claudia C. Martel, DA
Christine McKeown, DI
James G. Mitchell, DI
David W. Motyka, J2
James G. Noone, DI
Frank A. Parrott, DA
Michael P. Roberge, DS
Dwight M. Schmale, DI
Glen R. Simpers, DI
Michael G. Woods, DI

Employees Celebrating 20 Years Federal Service

Robert N. Betts, DA
Felicia M. Boggan, DI
Richard C. Brubaker, DI
Regina D. Bruce, DS
Lisa A. Cherego, DH
Charles Clark Jr., DI
Lawrence Counciller, DH
Susan R. Courtney, DS
Thomas R. Deramo, DS
James J. Detjen, DI
Albert E. Downs, DT
John L. Franklin, FE
Janice L. Glover-Jones, FE
Jenny B. Himes, DI
Judy S. Kennedy, DI
Donna C. Miller, DI
William H. Mills, DI
Theresa A. Montgomery, DI
Robert C. Otto, DI
Charles L. Smith Jr., DI
Vaclav Sourada, DH
John M. Stamatakos, DI
Kenneth W. Swaim Jr., DI

Patricia J. Tillman, DI
Louis M. Werdebach, DI
Clay C. Youmans, DI
Anna T. Zakarija, DX

Employees Celebrating 15 Years Federal Service

Brad H. Ahlskog, DI
Ronald Brown, DA
Melissa A. Drisko, DI
Leroy E. Elfmann, IG
James R. Frantz, DI
Jason B. Hodges, DI
William R. Hunt, DI
John F. Keedy, DI
Roger B. Lanier, DI
James P. Mancini, DI
Susan H. McFarland, DI
Nancy A. Napolitano, J2
John E. Rodriguez, TE
Alan C. Shook, TE
Charles B. Spring, DH
Barbara E. Thompson, DS
Diana L. Underwood, DH
Karen L. Watjen, DA

Employees Celebrating 10 Years Federal Service

Mark K. Chenoweth, DH
Alexander H. Edwards, DH
John Gibilterra IV, DI
Lisa A. Heard, DA
Duke E. Johnson, DA
Alice V. Ling, DI
Catherine M. Logie, DH
Bruce M. MacKay, TE
Dolan J. Malloy, J2
Edward D. Moon, DI
Angela R. Mullins, DI
Cesar Nieves, DA
Donald R. Peebles, DI
Kevin J. Schaff, DA
Leon E. Willoughby Jr., DH

DIA Promotions to DISES/DISL

Thomas G. Francis III, J2
Richard P. Gareau, DT
Jennifer A. Lasley, DI
David G. Leatherwood, DH
Kristi M. Waschull, DA

DIA Promotions to GG-15

Debra F. Bearman, DA
Deatri L. Brewer, DT
Ferdinand M. De La Paz, DS
William F. Desautels, DH
William A. Dukstein, DD
Mark A. Emmons, DI
Suzanne M. Heigh, DT
Steven A. Karlow, J2
Ike Maxis, DT
Byron L. McGowan, DH
Chester G. Oehme, DI
Jennifer L. Perry, DI
Peter F. Piantanida, DH
Mary E. Quinn, DX
Michael D. Sasek, DR
Penny L. Steinhauer, DS
Robert M.O. Weber, DT

DIA Promotions to GG-14

Christopher J. Almont, DI
Robert P. Anetz, DH
Cheryl P. Boudreau, DA
Roger L. Caslow, FE
Guy E. Courtney, DI
Mark C. Craig, OP
Broox H. Czarnacki, DT
Robert B. Davis, J2
Wahid S. Elgayar, DH
Katrina M. Elledge, DI
Christopher M. Ficek, DT
Heidi A. Ford, DI
Daniel M. Gartland, DT
Ephraim Gorlin, IG
Robert A. Harris, DI
Louis B. Knecht, DA
Carolyn W. LaCoss, DH
Douglas R. Lyman, DI
M. Jeanette McKenna, DA
Thomas E. Miller, DI
Tiwana Morris, DS
Curtis A. Petersen, DA
Susan M. Pizarro, DH
Scott W. Raye, DA
James W. Rountree III, DI

Don E. Schultz, DH
Delice-Nicole Scotto, J2
Gary D. Sherwood, DS
Ronald R. Storrer, DT
Douglas L. Streeter, DI
Laurie G. Streeter, DI
Shawn R. Sullivan, DI
Stephen T. West, DS
Timothy L. Williamson, DT

DIA Promotions to GG-13

Jennifer L. Allen, DI
Robert R. Aufderheide, J2
Felicia M. Boggan, DH
Amy L. Buckley, DA
Sarah M. Carlson, J2
James D. Cox, DA
Mamice D. Davenport, DH
Marie E. Fillon, DI
John W. Gebhards, DI
Sonya R. Highfill, AE
Christian M. Hinkie, AE
Sydney L. Holzman, J2
David M. Jenn, DI
Mary J. Jones, DH
Betty Y. Kim, OP
Jeremy D. Martinez, DI
Timothy J. Murphy, DT
Edward J. Nettles, J2
Mark D. Pickenstein, DH
Georgina Pulido, J2
Michael J. Quigley, J2
Gerlinda Y. Smith, AE
Curtis L. Stovall, DA
Christopher A. Stuart, DI
Thomas A. Walker, J2
Jason C. Wall, DT

DIA Promotions to GG-12

Katherine E. Altom, DI
Carrie L. Crawford, DS
April L. Diggs, DI
Shawn L. Diggs, DA
Christopher L. Givvines, J2
Angela R. Green, DI
Nicholas C. Grenier, DI
Letise L. Ivory, FE
Linnzi M. Kennedy, DI
Bridgett L. Lomax, DH
Paul D. Mattingly, DS
Kathleen S. McKeown, DI
Wanda Y. Miles, DH

Allison L. Miller, DS
Robert W. Nolen, J2
Edward E. Owens, DI
Sean E. Pratt, DI
Alexine J. Roane, J2
Laurani Singh, DI
Sylvia Smith, DI
Diane E. Sorz, DI
Sarah M. Spence, DI
Donald J. Wyma, DI

DIA Promotions to GG-11

Patricia A. Bridgett, DA
Kimberly R. Cook, DI
Mirella P. Cooksey, DI
Sally A. Felten, DI
Milancy D. Fleming, DI
Charles A. Geisel, DA
Cheryl R. Green, DI
Christine C. Herrick, DI
Terry L. Jackson, DI
Debora J. Manifold, DI
Lucia C. Mollaioli, DI
Filomena L. Myers, OG
Tao T. Nguyen, DI
Eileen P. Petrovic, DI
Adarsh Prasad, DI
Valerie K. Ramsey, DH
Candace M. Ross, DI
Eric D. Ruenes, DI
Summer E. Scott, IG
Benny A. Sherman, DA
Rosa L. Smothers, DI
Kara L. Spriggle, DI
Tanya D. Stroman, DI
Jason D. Thompson, DI
Matthew A. Thompson, DI
Vanessa A. Thompson, DA
Lori A. Williams, DS
Patrick J. Woods, DI

DIA Promotions to GG-10

Debora A. Acty, DI
Jessica L. Allen, J2
Clyde D. Beaver, DI
Thomas A. Bello, DI
Janet L. Cavanaugh, DI
Paula A. Chisholm, DA
Lakisha J. Collier, DI
Amanda L. Corsetti, DI
Virginia H. Cwalina, FE
Eric J. Druxman, DI

Brian J. Ferrante, DA
 Jeremy R. Gibbs, DI
 Tisha J. Graham, DI
 LaChanda Green, J2
 Kimberly M. Hepler, J2
 Kathryn M. Lee, DI
 Jonathan L. Low, DI
 Emily R. Lubkin, FE
 Carolyn S. Lynch, DI
 Kaitlin E. McArdle, DA
 Danielle M. Murtha, DA
 Rhonda R. Neal, DH
 Ellen F. Peterson, DI
 Scott W. Shipley, DI
 Lizbeth R. Sydnor, DI
 James C. Torrence II, DA
 Veronica T. Tunstall, J2
 Harlow C. Voorhees, J2
 Abigail E. Wells, DI
 Shannon N. White, J2

DIA Promotions to GG-09

Brenda C. Brown, J2
 Matthew S. Burton, DI
 Stephanie Z. Chou, DI
 Michael J.L. Copeland, J2
 Christopher J. DesBarres, DA
 Joyce A. Diamond, FE
 Ebony S. Dixon, FE
 Ashton K. Giese, DI
 Marisa S. Gonzalez, DI
 Willie A. Gross, DA
 Stephanie A. Judge, DI
 Adam J. Kolowich, DA
 Bonnie R. Levine, DI
 Olivia F. McClurkin, DI
 Ever Morales, DI
 Tara M. Moscatello, DI
 Esmeralda A. Murphy, DI
 Charlotte E. Nyborg, DA
 Austin L. Pearl, DI
 Megan P. Pearson, DI
 Carrie S. Plummer, DA
 Michelle L. Record, DA
 Patricia J. Schweinsberg, DX
 Howard A. Segal, DI
 Annette L. Skye, DI
 Leah N. Tracy, DI
 Darlene E. Williams, DA

DIA Promotions to GG-08

Janet W. Cho, DI
 Amanda N. Clark, DI
 Reeve E. Davis, DI
 Alyssa M. Deffenbaugh, DI
 Mary E. Drake, DI
 Brett M. Holmgren, J2
 Darcy M. Lovell, DI
 Emily R. Lubkin, FE
 Genelle S. Mattox, FE
 Julia H. Midland, DI
 Candace P. Williams, DI
 Patrick J. Yeager, DI

Army Promotions

Col. John A. Viaene, J2
 Lt. Col. Joy W. Carter, DI
 Lt. Col. David Detata, DH
 Lt. Col. Gregory R. Ebner, DI
 Lt. Col. Michael T. Hawn, J2
 Lt. Col. Michael J. Keith, DS
 Chief Warrant Officer Robert L. Hicks, DH
 Chief Warrant Officer David E. Roberts, DI
 Chief Warrant Officer David J. Sultzer, DH
 Sgt. 1st Class James Glanforti, DH
 Sgt. 1st Class Jose I. Osorio, DI
 Sgt. 1st Class Michael J. Pariseau, DI
 Sgt. 1st Class Michael A. Ramos, DI
 Sgt. 1st Class Alejandro O. Staranowicz, DH
 Sgt. 1st Class Hop N. Tu, DH
 Sgt. 1st Class James M. Williams, DH
 Staff Sgt. Brian R. Fleming, DI
 Staff Sgt. Johanna M. Johnson, DH
 Staff Sgt. Ronald J. Saxton, DS
 Staff Sgt. Brian P. St. Onge, DT
 Staff Sgt. Carlita Tillman, DS
 Sgt. Lisa S. Dyson, DH

Air Force Promotions

Lt. Col. Rachel A. McCaffrey, J2
 Lt. Col. Glenn A. Ratchford, DS
 Chief Master Sgt. Lonza D. Jenkins, DH
 Senior Master Sgt. Phillip E. King, MC
 Master Sgt. Steven P. Gethers, DI
 Master Sgt. Kathleen M. Gould, DH
 Master Sgt. Timothy A. Hollowell, DH
 Master Sgt. Carmen L. Ibarra, MC
 Master Sgt. Stephen D. Myers, DH
 Master Sgt. Michael P. O'Brien, DT

Tech. Sgt. Bradley S. Day, DH
 Tech. Sgt. Dean D. Hoyt, DH
 Tech. Sgt. Thomas B. Mullins, J2
 Tech. Sgt. Jean P. Neu, DH
 Tech. Sgt. Vanessa I. Quiles, DA
 Staff Sgt. David G. Ahearn, DS
 Staff Sgt. Christine E. Kugelman, DS
 Staff Sgt. Pamela M. Riddle, DS

Army Basic Noncommissioned Officer Course Graduates

Staff Sgt. Lafaye C. Hernton, DS
 Staff Sgt. Ronald J. Saxton, DS
 Staff Sgt. Teawine Wineglass, DS



DIA Welcomes New Hires

DIA Welcomes the Following Civilian and Military Personnel Who Arrived in January and February 2005

By Office for Human Resources, DAH

Civilian Hires

Jeffrey D. Anderson, OP
Steven D. Barbieri, DA
Anita Y. Barnett, DA
Julie M. Barry, DA
Andrea R. Bartuski, DI
Robert L. Bell, DI
Bruce G. Bennett, TE
Collier Blalock, DI
Mark J. Bogart, AE
Diane M. Bray, FE
Daniel T. Brick, OG
Lamont A. Briggs, DT
Geoffrey T. Britton, DI
Daniel L. Burghart, MC
Charles Caldwell, DI
Amy M. Campbell, DI
Melissa Y. Canfield, J2
George Cano, DI
Steven R. Carey, MC
Frederick Cheng, DH
Wayne M. Clague, DA
James R. Coburn III, DI
Julie M. Cocks, DI
Karen B. Colman, TE
Thomas M. Cunningham, DI
Jeffrey A. Danchenko, DI
Linda G. Darby, FE
John Davenport, DS
Patrick R. Derby, DH
Kristen D. Doane, DS
David A. Donlavage, DS
Gregory B. Elder, J2
Johnnise C. Etheredge, FE
Deborah L. Farroha, DS
Ian C. Fette, DS
Sondra D. Fielder, DS
Lisa J. Gelston, DI
Blair Goff, DI
Barry A. Goldblum, DI
Donald R. Green, TE
Donna C. Green, DA
Cory J. Greeno, DT
Angela L. Hall, FE
Anastasia Handy, DI
Donald J. Hanle, MC

Catherine M. Hargraves, DA
Thurman L. Harter, DS
Kebra L. Henderson, AE
Brett Howard, DI
Clifford J. Howlett, DI
Deanne R. Hsu, DI
Anna T. Janik, DI
Wendy M. Johnson, DS
Nina M. Lane, DI
Karen Lange, DT
Thomas R. L'Ecuier, DI
Matthew G. Legas, J2
Jonathan P. Levine, DI
John P. Lindegren, DI
Lydia I. Lopez, DI
Erich C. Lyman, DA
Kristen A. Machado, DI
Carlynn D. Marsh, MD
Morrill E. Marston, DI
Katherine Martinez-Vargas, DI
Amanda E. Maxwell, J2
Francine M. McConville, TE
Marcia L. McDermott, DI
Susan W. McHenry, DI
Meghan M. McHugh, IG
Richard E. McQuiston Jr., MC
Rebecca L. Mercer, FE
Brett T. Miller, DA
Pamela M. Moore-Erickson, DH
Mark J. Morrison, DS
Melvin E. Mosby Jr., DA
David M. Nussbaum, DS
Patrick M. O'Malley, DI
Colin O'Sullivan, DS
Thomas Palus, DI
Marian U. Park, DI
Linda L. Patten, DA
Jeffrey A. Pehl, FE
John J. Pistorino, AE
Jaime F. Pizarro, DH
Lindsay M. Pogany, DT
Steven R. Quentmeyer, FE
Kelly A. Quinn, DS
David C.V. Raver, DT
Annette L. Redmond, J2
John P. Richards, DS

Kleata L. Richardson, DH
Kelly P. Sewell, FE
David L. Sheffield, DH
Thomas L. Shreve, DT
John W. Sias Jr., J2
John D. Sicilia, OG
Lucy A. Simonian, DS
Randal G. Skalski, IG
Eileen S. Smith, OP
Jacqueline Y. Smith, DS
June E. Sosna, OP
Oral D. Staman, DS
Kathleen S. Starkey, DI
Jodie A. Steck, DA
Randall J. Stewart, DI
Mark E. Stille, DI
John F. Stratton Jr., DI
Eric H. Stupar, MC
Heather A. Sturtz, FE
Xochitl M. Thell, DX
Rebecca L. Toler, DI
Vivian L. Turnbull, FE
John A. Wahlquist, MC
Michelle Walker, DA
Kim L. Wasmuth, DH
Horton C. Westergard, FE
Derek A. White, DH
Shawn Williams, DI
Javonni E. Willis, DI
Jonathan Wilson, DA
Kristi D. Wilson, DH
Latrice Wilson, DH
David R. Winters, DT
Amy K. Wolf, DA
Erica L. Wood, DI
Glen E. Yeager, DX
Michael Yerushalmi, DI
Pier F. Young, DS
Kathleen R. Zerr, DH
Michelle L. Zupko, DI

Active Duty Hires

Army

Spc. Tameka Boston, DS
Sgt. Roy Darnell, DI

Maj. Louis Fleming, D1
 Staff Sgt. Gregory M. Hammonds, D1
 Maj. Sean Long, D1
 Staff Sgt. Brent J. Saunder, DH
 Maj. John Schurtz, J2
 Staff Sgt. Jerome Taylor, DA
 Sgt. 1st Class Christopher Wilbur, TE

Air Force

Staff Sgt. Michell A. Bowen, DA
 Senior Master Sgt. Dennis L. Burdolski, DS
 Master Sgt. Todd M. Caldwell, DH
 Lt. Col. Michael R. Dembroski, DH
 Col. Daniel C. Doty, DH
 Tech. Sgt. Clarence Glynn Jr., DH
 Col. Willie M. Guillot, DH
 Maj. Jack S. Haskins, D1
 Lt. Col. Stephan A. Hughes, DH
 Master Sgt. Patrick L. King, J2
 Tech. Sgt. Daniel D. Littau, DH
 1st Lt. Nicholas T. Medlock, J2
 Senior Master Sgt. Scott M. Reuter, DH
 Staff Sgt. Angela I. Smith, J2
 Staff Sgt. Mario F. Richardson, D1
 Col. Charles S. Scaperotto, DH
 Master Sgt. Stephen R. Snow, TE
 Chief Master Sgt. James A. Sprakties, DH
 Staff Sgt. Mary L. Tatum, DH

Capt. James L. Techum, DH
 Maj. Joel B. Tower, DT
 Lt. Col. Joseph V. Treanor III, GC
 1st Lt. Jeremy J. Trum, DX
 Lt. Col. Bruce A. West, DH

Navy

Cmdr. Steven A. Borden, DH
 Lt. Cmdr. Steven V. Brock, DH
 Lt. Cmdr. Gary M. Bruce, DH
 Lt. Cmdr. Daniel F. Brunk, J2
 Lt. Hubert C. Dantzler III, DH
 Lt. Cmdr. Shaun D. Hollenbaugh, DH
 Cmdr. Wayne R. Hugar, MC
 Chief Warrant Officer Ralph M. Lambert, DH
 Chief Petty Officer James E. Lewis, DH
 Petty Officer 1st Class Anthony L. Miller, DH
 Lt. Cmdr. Michael C. Perkinson, DH
 Seaman Richard D. Ripani, J2
 Chief Petty Officer Noel R. Robeniol, DH
 Lt. j.g. Marlene Silva, DH
 Lt. j.g. Eric M. Storie, DH
 Petty Officer 2nd Class Brian E. Walker, DH

Marine Corps

Sgt. Bryan T. Farley, J2
 Cpl. Charles V. Lauersdorf, D1
 Staff Sgt. Damon L. Smith, D1





DIAP – A New Analytic Model

The DIAP Provides Quality Analysis About the Right Subjects to the Right Users at the Right Time

By Melissa A. Drisko, DI

DIA has developed a new intelligence analysis production plan – the Defense Intelligence Analysis Program (DIAP) – to enhance the ability of defense intelligence to focus on critical areas of national security interest, while maintaining a perspective on potential emerging threats.

For the past 10 years, the all-source intelligence analysis community of the Department of Defense (DoD) has operated under the DoD Intelligence Production Program, or DoDIIPP. Established in the early 1990s, the DoDIIPP created a “functionally integrated and a seamless military intelligence community.”

The DoDIIPP business process significantly improved the more fragmented, inefficient system it replaced. Though it provided major procedural advances, it has nevertheless been unable to yield analysis that meets the tremendous demands of current and anticipated intelligence requirements. In recognition of this shortfall, the DoDIIPP business model was modified to mark the new DIAP evolution

Catalyst for Change

The intelligence requirements of our defense and national decision makers, planners and warfighters have become more and more challenging, as their responsibilities adapt to current and projected contingencies. The defense intelligence community must be:

1. Capable of providing warning of impending problems anywhere in the world;
2. Knowledgeable enough to provide opportunities for our policy-makers to guide a situation toward a favorable outcome; and
3. If necessary, facilitate warfighter action to decisively defeat an enemy as swiftly as possible with the least amount of violence.

The scope of this support – from peace through effects-based warfare – demands a breadth, depth and sophistication of intelligence analysis far greater than any other time in our history.

The DIAP Analytic Environment

The fundamental precept of the DIAP is recognizing that it is impossible and unnecessary to maintain the same level of analytical coverage against all intelligence problems. Defense intelligence does not need to follow all foreign militaries to the same level of detail. Rather, the analytic focus must be on those targets with the potential to challenge our national interests now or in the future, and those where U.S. forces are or could become engaged. The goal is to apply the appropriate level of effort against the full range of defense intelligence requirements.

The DIAP has defined three categories for use in prioritization and application of analytical effort: monitor, measure and master.

□ **Monitor** – Although global in scope, this category requires less analytical depth and continuity. It demands maintaining awareness of ongoing activities to provide warning of events or issues that might affect U.S. interests. In other words, we must know something about everything.

□ **Measure** – Countries or issues falling into this category are those whose action could have a significant impact on U.S. national security decisions. The intelligence community must have a comprehensive understanding of a select set of requirements associated with these countries or issues to provide policy-makers warning and identify opportunities. For measure countries/issues, we must know everything about some things.

□ **Master** – Countries or issues in this category represent the most significant and enduring challenges to the U.S. and, consequently, are the subjects of near-continuous political, diplomatic and military planning. It is imperative that the intelligence community gain and maintain a comprehensive understanding of all aspects of these countries or issues. In these cases, we must know everything about everything.

Assignment of Responsibilities

Within defense intelligence, each organization brings a set of unique analytical capabilities. Success of the

DIAP requires matching each organization's optimum characteristics and analytical capabilities to the appropriate analytic challenges.

The DIAP concept recognizes that the command intelligence organizations are ideally suited for the monitor function in their area of responsibility. These organizations are staffed predominantly with military intelligence professionals experienced in the needs of military commanders and in providing intelligence tailored to meet those needs. Their analysis of daily military-political events, military operations, exercises and force posture of countries in their theater is particularly important.

The service intelligence centers comprises civilian and military technical specialists and experienced military operators. The largely civilian nature of this work force yields stability and analytic continuity, which is critical to following the lengthy development of new systems and capabilities – from testing through production. This long-term analytical capability is complemented by the cadre of military operators and foreign area specialists who are ideally suited for understanding foreign military service capabilities, doctrine, operational concepts and tactics. Thus, service centers are best suited to address the subset of analytical issues related to designated master and measure requirements.

Finally, due to the expertise of its largely civilian or senior military work force, DIA is well-postured to work on strategic intelligence problems. In particular, the inherent stability and resultant analytical continuity of DIA's work force make it ideally suited for building depth and understanding against enduring hard problems. Like the service centers, DIA can address a subset of designated master and measure requirements that focus primarily on strategic issues.

DIAP Status and End State

DIAP implementation began Oct. 1 with realignment of analytic resources and responsibilities within DIA. Staffing is underway to continue the realignment of analytic responsibilities with the services and unified commands. Detailed proposals on respective responsibilities will be coordinated with service intelligence chiefs and command J-2s. A progress report is due to Under Secretary of Defense for Intelligence Stephen Cambone in April 2005.

When fully realized, the realignment of analytic responsibilities within the DIAP should result in an enterprise that is critically dependent on each other's work in order to answer the full spectrum of customer intelligence needs. No individual organization will be self-sufficient. However, the payoff of accepting this level of interdependence will be achieving the necessary analytic stability, depth and sophisticated understanding of the most critical issues underpinning effects-based warfare and the Global War on Terrorism.

The DIAP system of prioritizing analytical effort represents a fundamental revolution in how defense intelligence executes its core business: providing quality analysis about the right subjects to the right users at the right time. 





Airliner Lasings – DIA to the Rescue

MSIC Assists Law Enforcement Investigate Laser Incidents to DoD and Commercial Aircraft

By Ronald I. Miller, DI

During the fall of 2004, and especially after Christmas of 2004, the news media were full of reports about airliner cockpits being lased with green lasers. These are serious incidents, since any impediment to a pilot's vision during takeoff or landing could cause loss of the aircraft and the lives of those on board.

The FBI and law enforcement agencies are investigating many incidents. So far, all have been nuisance cases with no real intent to do harm.

MSIC Takes the Lead

When lasing incidents occur inside the United States, they are a law enforcement problem, not a DoD mission area. Since 1994, however, the Directed Energy Weapons (DEW) Group at the Missile and Space Intelligence Center (MSIC) has worked with the Federal Aviation Administration (FAA) – and more recently, the Transportation Security Administration (TSA) and the Army Aviation and Missile Command – to scientifically determine the danger levels of laser radiation inside an airliner cockpit. Also, the MSIC/FAA

team is learning how to predict the types and sizes of lasers that terrorists would use to attack an aircraft pilot's eyes, and where lasers would be positioned for such an attack relative to the flight path.

Ten years ago, the DEW Group saw the rapid proliferation of low-power laser technology and hardware around the globe and became concerned that terrorists would use lasers against U.S. aircraft (both civilian and military transports) at overseas airfields. Initial studies showed that a terrorist cell, with modest training and funding, could turn a commercially available laser into a blinding weapon. The questions then became:

1. Will terrorists attack aircraft with lasers, and
2. What are the laser system characteristics and engagement geometry requirements for a successful attack?

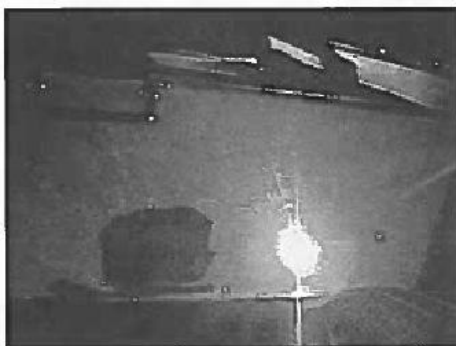
The first question is a pure intelligence collection problem. But the second is a scientific and technical intelligence problem that scientists and engineers can answer by physical measurements

and calculations. It was the basis for the effort headed by MSIC's DEW Group.

A Long Road

As the DEW Group researched question two, many new issues arose. One was how pilots are affected by laser light that does not blind them. If a pilot looks directly into a laser beam, he will be temporarily blinded and could possibly sustain permanent damage to his retina, as happened to an airline pilot landing at Salt Lake City last September. Either case would place the aircraft in peril. But, even if the pilot is well-trained, or just lucky, and avoids direct exposure to the beam, light levels inside the cockpit could still interfere with his ability to control the aircraft.

While the FAA and Air Force had studied the effects of various laser light levels on pilot performance, no one had measured the scattering of laser light inside a



Top - Laser glare on Boeing 727 cockpit windscreen.

Above - Laser light scatter inside Boeing 727 cockpit.

transport aircraft cockpit. MSIC drew up plans for these measurements, but it was unable to move further until aviation counterterrorism funding became available after Sept. 11, 2001.

The first tests occurred at the FAA's Tech Center in Atlantic City, N.J., in November 2003, and a similar test against a Chinook helicopter took place at Redstone Arsenal, Ala., in February 2005. The measurements made in these tests are being convolved with vision science data from the FAA's Civil Aviation Medical Institute in Oklahoma City, and the Air Force's Vision Science Medical Team at Brooks Air Force Base, San Antonio.

Support to Law Enforcement

So far, the United States has not found any terrorist incidents involving lasers, but many airliners have been lased since the summer of 2004. The MSIC DEW Group is heavily involved as a technical resource for the FAA, TSA, FBI and Department of Homeland Security, as these agencies try to sort out the details of each incident. These other agencies have no laser experts, but the MSIC DEW Group has more than 30 years experience analyzing foreign laser weapons.

MSIC physicists provide law enforcement agencies with basic data on laser characteristics, optical components, beam propagation and cockpit target effects, as well as analyzing specific incidents using computer codes developed over the past 25 years. This allows other agencies to concentrate on law enforcement aspects of the lasing incidents, benefiting from DIA expertise without duplicating it.

Why Now?

The latter half of 2004 saw a marked increase in the number of airliner lasings in the United States despite the fact that such attacks are felonies. The reason most likely is a combination of technical developments coupled with technical ignorance on the part of the perpetrators.

The human eye is about 30 times more sensitive to green wavelengths than to red ones. Red laser pointers of less than five milliwatts (mW) output power have

been around for many years. Five mW is the maximum output for FDA Class IIIa laser products, which are deemed safe for use around humans as long as the beam is not directed onto anyone's eyes. This classification standard is independent of wavelength, so both red and green lasers of less than five mW can be sold as off-the-shelf pointers. The green lasers are visible at much longer ranges (miles).

Red lasers can be made with just a certain type of laser diode and a battery. Green lasers, however, require a pump diode, a neodymium-doped crystal rod and a frequency-doubling crystal. Only in the past two years has technology allowed all these components to be packaged into pen-sized pointers and sold at prices around \$100. Foreign-manufactured green

lasers of slightly larger size and cost can output up to 100 mW, making them extremely dangerous to eyes. All of these are available from dozens of companies, many on the Internet, with no imposed restrictions.

Unfortunately, people assume that if companies sell lasers, they must be safe. All lasers sold in the United States are stamped with FDA classifications and accompanying warning labels, but these labels are so small on pointers, that a magnifying glass is required to read them. Most people do not read the labels, and some try out their lasers by pointing them at aircraft, unaware that they are committing felonies if their beams enter the cockpit.

As laser technology advances, and sales proliferate, the problem of airliner lasings is likely to grow worse. Further, the problem is worldwide, affecting DoD aircraft as well as commercial aviation. The MSIC DEW Group will continue to help DoD and civilian agencies determine the nature of aircraft lasing incidents with the ultimate goal of defending against any attacks with a laser powerful enough to guarantee pilot blinding. ☉



Russian Ozon laser weapon.



DIA Property Accountability

Property Accountability Ensures Accurate Accountability, Value and Protection of DIA Assets

By E. John Hutzell, DA

Have you ever misplaced something in your house that you needed right away? Then, after spending time looking for it, you decide to go the store and buy another one, only to find the lost item after you get back. Did you then resolve to organize the garage, den or kitchen so you know where everything is?

Imagine a house with more than 7,000 people, many of whom go on trips for extended periods of time borrowing items to take with them all around the world. Now try to find that item you were looking for!

DIA faces this challenge every day. Its mission has changed dramatically over the past several years. DIA supports rapid, multiple deployments to areas it has never been before. We occupy these areas longer and take more advanced equipment along with us, and yet DIA supports and accounts for all equipment being utilized.

In the past, the property book officer (PBO) maintained an accounting of agency property; employees signed for the newly purchased equipment and were given a receipt when it was turned in. This process allowed the PBO to know where the equipment was originally issued, however it did not verify if it had been moved around.

Recently DIA received substantial budget increases from Congress, and as a result, Congress and the Office of Management and Budget must know if the newly purchased equipment is being used effectively. All of government, and the intelligence community in particular, operate more like a business rather than the old image of a government organization. Part of this change involves incorporating the accounting practices of private enterprise; having certified business audits, balance sheets and accounting for all of the resources under our control. DIA must now depreciate its assets over the equipment's useful life. This information is required for the yearly financial statement.

We must also increase or decrease the value of assets if they are upgraded or modified. This can become very complex. For example, what is the value of a database? There are many components that are

required to complete a new database. All of the factors – the contractor's time, the hardware, software and government manpower – must be accounted for. When completed, it may become a major capital asset, which we must account for and depreciate over its anticipated life expectancy.

Property accountability has a major impact on DIA's balance sheet. Any item costing over \$100,000 must be tracked throughout its life. If any modifications or enhancements are made to the equipment, the changes and the associated costs must be accurately reflected in the property accountability records.

When an outside auditor visits DIA, they not only look to see if the resources are present, they look at DIA's management of its resources, that is, if the equipment is maintained and its current value. Primarily the auditor is interested in determining if DIA's property accounting system can accurately provide existence (do we have the item), completeness (can we account for the item), valuation (do we have the means to accurately assess the investment in the asset) and documentation (does our documentation support our claims).

Property accountability reflects good management skills through ensuring accurate accountability, value and protection of DIA assets. When a major event occurs somewhere in the world, the director must know where equipment and supplies are located so DIA can quickly and effectively support the mission. Property accountability provides a basis for developing this agile logistics support.

The Office for Engineering and Logistics Services (DAL) began a complete wall-to-wall survey in November 2004 to update the information we currently have. The survey includes property located in the Defense Intelligence Analysis Center, the Missile and Space Intelligence Center and Armed Forces Medical Intelligence Center and is scheduled for completion by Sept. 30. This will lay the baseline for DIA.

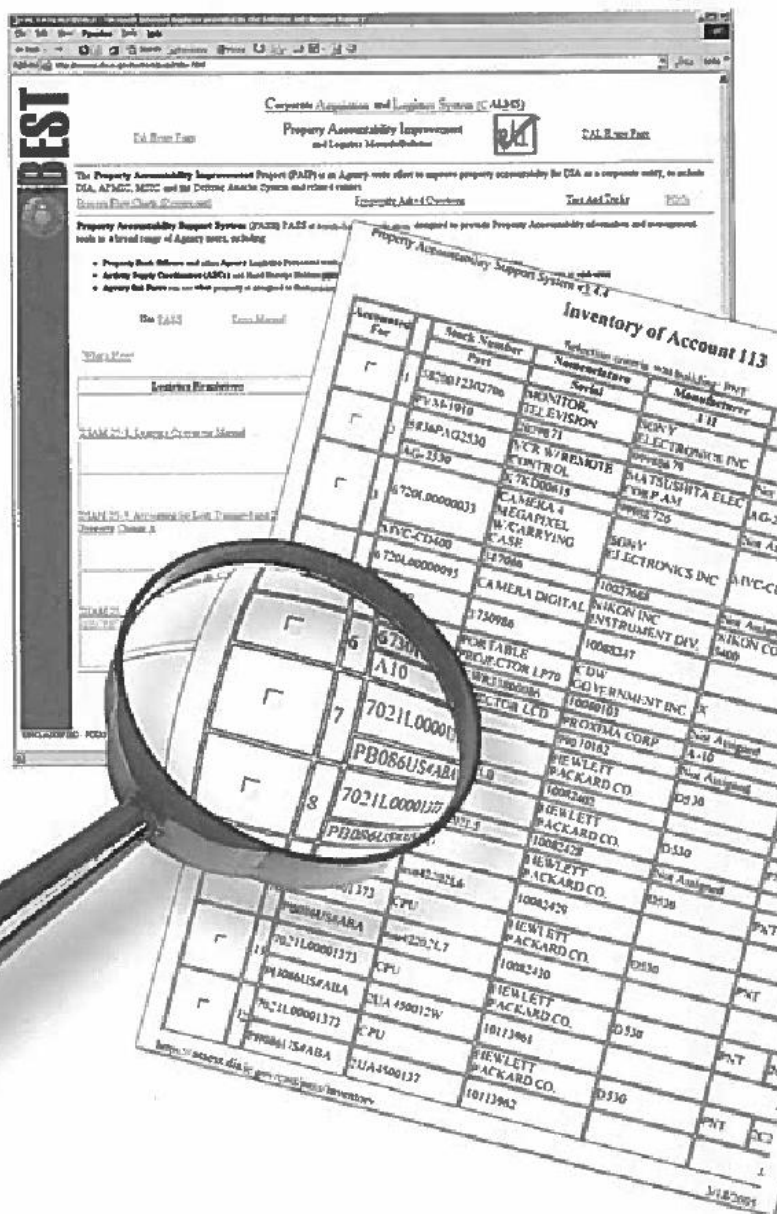
Additionally, DAL's Property Accountability Division (DAL-3) has partnered with other agency organizations to provide tools to make property accountability more

efficient and less burdensome. The Property Accountability Support System (PASS) provides benefits to both the manager and the agency overall. Managers account for all items under their control that are less than \$5,000 in value. The agency tracks all items – pilferable, sensitive or classified – that are more than \$5,000 in value. This system allows hand receipt holders to view everything that they are responsible for.

DAL-3 recently implemented the Radio Frequency Identification (RFID) system to assist with inventory. This new technology incorporates a small tag permanently attached to each piece of equipment using ultraviolet light and a radio receiver that picks up the signal from the tag. It's similar to a license plate for your car, as each tag uniquely identifies each piece of equipment. During an inventory check, the radio receiver (about the size of a handheld calculator) is pointed at each piece of equipment and the equipment identifier is automatically recorded. This information is then recorded on a disk and transferred to PASS. Currently, it takes approximately 5 to 10 minutes to check inventory at a basic DIA cubicle. Using the RFID system, the cube can be completely and accurately inventoried within 30 seconds. This innovation is at the leading edge of logistics management as the Department of Defense will not have this system for several years.

To assist the PBO, DAL conducts activity supply coordinator supervisor training each month. Additionally, they will institute new property accountability classes specifically designed for all levels of DIA employees, including senior executive leadership. Although DAL is managing the effort, all managers and employees must participate to improve property accountability and support to our personnel and operations around the world.

You can help the agency and your directorate by protecting DIA equipment from damage or loss, and ensuring that any time equipment is moved or modified in any way, the proper property book custodians are notified. This will allow the agency to properly manage the assets entrusted to us. 



Account Number	Stock Number	Part	Manufacturer	Serial	Manufacturer
1	1523012302700	MONITOR	BRUNTON		BRUNTON
2	1523012302700	TELEVISION	BRUNTON		BRUNTON
3	1523012302700	CONTROL	BRUNTON		BRUNTON
4	1523012302700	CONTROL	BRUNTON		BRUNTON
5	1523012302700	CONTROL	BRUNTON		BRUNTON
6	1523012302700	CONTROL	BRUNTON		BRUNTON
7	702110000137	CPU	NEWLETT PACKARD CO.	D330	NEWLETT PACKARD CO.
8	702110000137	CPU	NEWLETT PACKARD CO.	D330	NEWLETT PACKARD CO.
9	702110000137	CPU	NEWLETT PACKARD CO.	D330	NEWLETT PACKARD CO.
10	702110000137	CPU	NEWLETT PACKARD CO.	D330	NEWLETT PACKARD CO.
11	702110000137	CPU	NEWLETT PACKARD CO.	D330	NEWLETT PACKARD CO.
12	702110000137	CPU	NEWLETT PACKARD CO.	D330	NEWLETT PACKARD CO.
13	702110000137	CPU	NEWLETT PACKARD CO.	D330	NEWLETT PACKARD CO.
14	702110000137	CPU	NEWLETT PACKARD CO.	D330	NEWLETT PACKARD CO.
15	702110000137	CPU	NEWLETT PACKARD CO.	D330	NEWLETT PACKARD CO.

The Changing Face of Resource Management

The Financial Management Systems Support Program launches in October 2005 here at DIA

By Kelly P. Sewell, FE

Did you know that DIA relies on the National Security Agency to provide financial management systems and support? NSA was chosen as the intelligence community pilot for the DoD Business Enterprise Architecture (BEA) finance domain. Consequently, NSA and DIA must prepare for an independent audit resulting in an unqualified audit opinion.



NSA is currently in the process of implementing PeopleSoft core financials in an effort to integrate disparate financial management systems (FMS), and improve the quality of financial data used for decision-making by internal program managers, senior management and external stakeholders such as Congress.

The new FMS will result in enhanced policies and procedures, integrated financial systems and newly trained financial managers for DIA, all designed to help achieve an unqualified audit opinion on its financial statements for FY 2007. Because of our dependency on NSA for finance-related matters, DIA has kicked off the DIA FMS Support Program. Led by Robin Farley, chief of DIA financial business systems, DIA's FMS Support Program is focused on preparing the entire agency work force for the upcoming process of integrating technical and people-related changes as Rosedust is replaced by PeopleSoft.

The DIA FMS Support Program exists to ensure that DIA is ready to accept the new PeopleSoft financial systems once Rosedust is deactivated on Oct. 1. The

FMS program will address four main processes through FY 2008, including changes within core financials, acquisition, funds management and financial business reporting. A key factor to its success is the ability to work closely with NSA to ensure DIA requirements are incorporated into the NSA implementation. As a result, Joe Roberts and Jen Perry, who serve as the NSA liaison for the program, are committed to coordinating and channeling communications to ensure both DIA and NSA are kept abreast of new developments and key program updates.

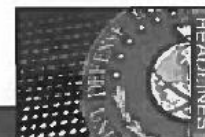
Since the October launch of the FMS program, the team has created a project roadmap and formed a communication network (CN) program. The CN agents are representatives from all parts of FE, including the satellite offices and other affected directorates, who are committed to sharing information about the FMS program. These CN representatives are spreading the word about the upcoming changes throughout the organization and disseminating key messages to the work force.

The DIA and FE leadership are very excited about the positive changes and benefits FMS will bring to the agency. The FMS Support Program's success is dependent upon a positive outlook as well as a willingness to learn and adapt to the new program. With the vast improvement in financial management, DIA will be better able to efficiently allocate resources for its programs, there will be more opportunities available to provide funds for certain unfunded requirements and the ease of job functions will become apparent as a result of the FMS program.

To learn more about the DIA FMS program, visit the DIA SharePoint Web site accessible through JWICS at <http://diacsps01/DS/IDA/IDA-2A/>. The site includes FMS project information, the project work plan, program status reports and meeting minutes. Also be on the lookout for the monthly FMS newsletter as well as information from your directorate's CN representative. 

Regional Service Centers

Regional Service Centers Provide Assistance to Analysts and Customers



By Keith A. Ragsdale, DS

In consonance with the Secretary of Defense's objective to "transform the way the Department manages data to a more net-centric approach," DIA's Chief Information Officer, Michael P. Pflueger, has orchestrated a Regional Service Center (RSC) concept.

The RSCs will migrate numerous independent defense intelligence information technology (IT) centers into five globally linked full-service RSCs worldwide where data repositories, applications, hardware, licensing, core servicing and systems management are consolidated and centralized to provide net-centric enterprise capabilities and IT infrastructure to defense intelligence community customers.

The RSC concept represents a transformation for the defense intelligence community from traditional decentralized, non-enterprise centric stovepipe-type environments to a centrally managed and regionally executed delivery of IT infrastructure, core enterprise services and access to a full range of available intelligence data and supporting applications through a small number of full-service centers.

This constitutes a cultural shift from everyone "owning" their own data and IT capabilities, to allowing

data, IT services and tools to be globally available and residing on, or accessible through, the enterprise that connects the analysts and customers (i.e. decision makers, warfighters, planners and other analysts) together.

Comparable to an enterprise data warehouse, the RSCs are the enabler to providing access to data and IT services. The RSCs form the foundation for data to be centrally meshed and managed as a single enterprise entity transparent to the users.

The RSC concept will provide an economy of scale through enhanced operations and systems reliability, improved data sharing, assured data recovery, increased efficiencies, reduced operations and maintenance overhead.

Under program execution, procurement will be centrally managed by the RSC program manager, testing and fielding will be performed centrally by the RSC integration and testing facility, and maintenance will be executed by each RSC host site.

The RSC program is scheduled to reach full operational capability by the end of fiscal year 2006. ☛



A Partnership Focused on Latin America

DIA Collaborates with USSOUTHCOM on a Wide Variety of Intelligence Products

By Richard P. Gareau, DX

United States Southern Command (USSOUTHCOM) conducts military operations and promotes security cooperation to achieve U.S. strategic objectives in Latin America. With changing world events, the demand for timely intelligence to the command is critical, and the partnership between the command and DIA is evident through the collaboration on a variety of intelligence products.

Located in Miami, USSOUTHCOM is a uniquely qualified command that identifies and responds to the threats in our region and builds a partnership of military and security forces. Its area of responsibility covers the entire Southern Hemisphere, Central America (less Mexico), Cuba and a number of the island nations in the Caribbean.

The DIA senior command representative (SCR) works directly for the USSOUTHCOM J-2, Gen. Bantz "John" Craddock, who was previously the military assistant to Secretary of Defense Donald Rumsfeld. Discussions

of a future U.S. Northern Command-USSOUTHCOM merger were laid aside at a recent chief of missions conference, at which time Craddock noted that USSOUTHCOM is here to stay for the next four years at least. USSOUTHCOM is currently in the process of developing plans for a move to a larger, consolidated headquarters building, which is expected to be completed by FY 2008 – a key challenge for the command.

One of my major goals as the SCR is to ensure that DIA products and services are well known and advertised to the command. This is done on a regular basis through the distribution of a read book to the senior leadership at USSOUTHCOM. The read book consists of intelligence reports related to Latin America from all elements within DIA. We also encourage collaboration and interaction between the analytical elements in DIA, notably the Directorate for Analysis' Latin America and Narcotics Office (LAN), the Directorate for Intelligence's Joint Intelligence Task Force for Combating Terrorism and Deputy Directorate for Crisis Management, and their counterparts in the USSOUTHCOM Joint Intelligence Center (JICSOUTH).

The USSOUTHCOM Defense Intelligence Support Office (DISO) works as a unified team against whatever issue we are faced with. The team consists of a SCR,



Left - DIA's Defense Intelligence Support Office team at USSOUTHCOM.

Below - Diego Ramos, SOUTHCOM MASLO, with a security detail assess a site for future testing.



an administrative assistant, a HUMINT Support Element (HSE) chief and deputy, a DI production representative and a measurement and signature intelligence liaison officer. Additionally, two representatives work at the Joint Interagency Task Force-South (JIATF-South) in Key West, Fla.

Recent examples of DISO successes at USSOUTHCOM include the HSE coordinating with the J2 Plans and Operations on the evolving J2X concept, and providing direct support to the DAO's in Port-au-Prince during the crisis in Haiti in February-May 2004. In addition, we have worked directly with collection specialists from the Directorate for MASINT and Technical Collection's Operations Office to bring persistent surveillance capabilities in support of counterdrug and counterterrorist activities in the region. DIA LAN analysts and Directorate for Human Intelligence personnel regularly deploy on a rotational basis as part of JIATF-South Tactical Analysis Teams (TATs) throughout South America. Recently, Craddock recognized the efforts of two LAN analysts' support to TAT Sao Paulo, Brazil, for their contributions toward the arrest of members of a major narco-terrorist smuggling cell in Paraguay.

The SCR job is interesting because of the exposure to all directorates within the command, not just the J-2. Interactions across these organizations and across DIA provide a strong basis for future growth and development. However, communicating DIA's mission and services can be challenging. For example, the SCR must be able to communicate the impact of the sweeping changes in DIA and what this means for USSOUTHCOM. This includes implementation of the Defense Intelligence Analysis Program, transformation of the Defense HUMINT Service, the impact of the Regional Service Centers on command operations today and in the future and how the Reforming Defense Intelligence/ Joint Intelligence Operations Center proposals will impact our relations with USSOUTHCOM.

Increased collaboration and interaction create detailed all-source products. Visit the DIA DXE website and read our monthly and weekly reports to understand the tactical and operational aspects of the command. If you plan to visit the command, contact us in advance so that we can help make your trip a success! 🌐



Honduran C-130 dropping a survey team off the vicinity La Mosquitia, Honduras. The team was conducting a site survey to test MASINT technologies. The aircraft experienced a mechanical malfunction during flight, causing the far left engine to explode while in flight. No one was injured.

Editor's Note: Mr. Gareau departed USSOUTHCOM in late February to take on new challenges as a member of the defense intelligence senior level in the Directorate for MASINT and Technical Collection. He was relieved as senior command representative by Mary Quinn.

Transforming Critical Infrastructure Analysis

SUDDEN CAPITAL Provides More Advanced Information Methodologies to Infrastructure Analysis

By Michael L. Woodruff, DI

The Department of Defense describes today's warfare as an increasingly high-stakes, high-tempo environment where potential adversaries seek to confront or negate traditional U.S. advantages through electronic warfare, cyber warfare and other asymmetric means.

Our National Security Strategy demands new capabilities to "keep pace with these threats." The DoD Contingency Planning Guidance and DIA's Strategic Plan for the next several years is to develop "unprecedented intelligence capabilities," to work within "increasingly short decision cycles" and to "identify opportunities." DIA's SUDDEN CAPITAL program begins to address these needs.

According to DIA Military Infrastructures expert, Johnny Sawyer, SUDDEN CAPITAL aims to create and provide advanced—more granular—information analysis methodologies, including models and simulations that support:

- Prescriptive analysis for policy-makers
- Rapid, adaptive planning for combatant commanders
- Effects-based operations
- Network centric warfare
- Near real-time battle damage assessments
- Humanitarian, reconstruction and stability operations



SUDDEN CAPITAL technologies will allow intelligence analysts and warfighters to understand and exploit vulnerabilities in the adversary's interlinked critical infrastructures as a system-of-systems. Sawyer said we need the SUDDEN CAPITAL system-of-systems analysis capability to understand the cascading effects brought about by disrupting various infrastructure nodes. "Because if we can do this," he said, "we can give commanders a better—and more timely—range of options including non-kinetic and minimally disruptive

kinetic alternatives that achieve the desired effects while avoiding unintended consequences."

To date, the SUDDEN CAPITAL team has evaluated several state-of-the-practice functional modeling methodologies for electrical power grids

and transportation networks, and they produced and demonstrated a system-of-systems analysis model prototype that could represent an important technological leap forward.

"Validation work is underway," Sawyer said, "— and early results are encouraging." ☛

Editor's Note: This is the first in a series of articles on SUDDEN CAPITAL. Look for future articles in the Communiqué or in DIA's classified newsletter, InterComm, that explore the program's individual capabilities.

Business Intelligence Tool Assists Analysts



Predictive Analysis Tools are Being Evaluated to Predict the Outcome of Complex Political or Military Situations

By Michael D. Shaffer, DS, and Kelcy M. Allwein, DI

With response timelines growing ever shorter, the ability to predict our adversaries' next move has become vital. Predictive analysis – predicting the intentions and probable courses of actions of people, either as individuals or as populations – provides leaders with greater insights into adversaries' intentions and helps to "...prevent surprise when possible and mitigate its effects when not" (DIA Strategic Plan 2004-2009).

Predictive analysis – or business intelligence tools – have been used by industry for many years to forecast in areas such as emerging markets. However, the tools used in the commercial sector lacked the flexibility to transfer quickly to handle intelligence community (IC) domain problems.

For this reason, and others, the Advanced Research and Development Activity and the Defense Advanced Research Projects Agency have been funding research and advanced development of predictive analysis technologies at university research centers for years.

One result of this sponsorship in the early 1980s was the development of Senturion by the Sentia Group. Drawing upon Nobel Prize-winning models from economics and political science, Senturion uses the assessment(s) of subject-matter-experts and applies game-theory techniques to evaluate numerous factors of influence, power, etc. over periods of time to predict the outcome of a complex political or military situation and reveals opportunities for exploitation.

Not until 2003 was Senturion discovered by DIA analysts, but immediately recognizing its potential, Directorate for Analysis (DI) analysts went to work thoroughly evaluating its methodologies and technical capabilities. They even agreed to contribute research and development funding to the Sentia Group to develop a graphical user interface to enable Senturion to be used from the analyst's desktop.

In mid-2004, and now with desktop capability, DI teamed with the Directorate for Information Management and Chief Information Officer (DS) to further evaluate and study Senturion's capabilities as part of an advanced predictive analysis program to acquire and

deploy predictive analytic capabilities for use within the intelligence community.

The combined DI/DS predictive analysis team found that Senturion provided valuable insight into complex events concerning human behavior and decision-making in such areas as:

- Forecasting military conflicts, economic disputes, elections and political restructurings
- Integrating operations planning and politico-military effects planning
- War gaming, scenario testing and determining the certainty of political reactions

Senturion can also be used effectively for collaboration between analysts and provide tremendous value simply by capturing the accumulated knowledge and nuanced expertise of senior analysts for knowledge sharing and institutional memory.

To operationally corroborate Senturion's capabilities, representatives from the Sentia Group worked with DI and Directorate for Intelligence (J2) analysts immediately following the death of Yasser Arafat to look at possible outcomes to his succession. Using the analyst's subject matter expertise, Senturion enabled analysts to frame the problem and collaboratively refine the analysis, providing remarkably specific and accurate results.

Ongoing validation efforts also include making predictions on the political situations in Iraq and the Ukraine. U.S. Forces in Korea have also expressed a desire to begin testing the tool on North Korea. The Joint Forces Command will begin testing the tool operationally in early 2005.

Analysts interested in seeing how Senturion works or desiring to discuss other predictive analytic capabilities should contact Mike Shaffer at 703-207-6149; Dennis Lair, 703-289-3149, or Kelcy Allwein, 202-231-5958. 



DoDIIS PKI

Protecting DIA's Electron Resources and Communications Across the JWICS

By Lt. Col. Michael Perez, DS

Some might consider Public Key Infrastructure (PKI) as secured information's license to drive. The Department of Defense Intelligence Information System's (DoDIIS) PKI, which was implemented by DIA, is used to support the secure and private exchange of information across the Joint Worldwide Intelligence Communications System (JWICS) highway.

PKI is the combination of software and encryption technologies:

- Confidentiality: protecting against unauthorized disclosure of data and resources
- Integrity: protecting against unauthorized modification of data and resources
- Non-repudiation: ensuring that the author of a message cannot later deny that he or she created the message

How does the DoDIIS PKI work? The DoDIIS PKI enables users to exchange digitally signed and encrypted information across the JWICS network. Once enrolled in PKI, each user is provided a pair of cryptographic

keys, a public key and a private key. The public key is distributed openly and is published in the DoDIIS full-service directory (FSD). The private key is stored on the owner's computer and protected by a password.

Public keys and private keys are used in combination to digitally sign data. Like a hand written signature, a digital signature binds a message to the person who signed it, thereby enabling the recipient to verify the identity of the sender. The sender's computer digitally signs the message using the sender's private key. The recipient retrieves the sender's public key from the DoDIIS FSD and uses it to verify that the sender is the person who actually sent the message.

Public and private keys are also used to encrypt and decrypt e-mail and their attachments. This ensures that only the intended recipient of a message can read the e-mail. The sender's computer retrieves the recipient's public key from the DoDIIS FSD and uses it to encrypt the message. The recipient's computer then uses the recipient's private key to decrypt the message, enabling the recipient to read the e-mail. It doesn't matter if someone is a systems administrator, e-mail administrator or has any other special privileges on the network. That person cannot read the e-mail if you did not address it to him or her.

Information can be either digitally signed or encrypted, or both, depending on the needs of the parties involved. DoDIIS PKI is part of the intelligence community so DoD JWICS users can sign and encrypt information sent anywhere in the IC.

Government and private organizations are increasingly building PKI into their networks and applications as an effective means of protecting their electronic resources and communications.

Are you interested in getting your own set of keys? For instructions on DoDIIS PKI enrollment or the use of the system, go to <http://delphi.dia.ic.gov/proj/dodiis/pki/toc-pki.html>. Or select the "Tools" tab on the DIA home page and then the "DoDIIS-PKI" link.

When all else fails, contact the DoDIIS-PKI program manager, Lt. Col. Michael Perez, at 202-231-1898. ☎



2004 Fahnestock Awards

The 2004 Fahnestock Awards Were Presented for Significant Technical Contributions to MASINT



by DT Staff

The MASINT Committee bestowed the James Fahnestock Award upon two of the measurement and signature intelligence (MASINT) community's finest at the MASINT awards banquet held Feb. 2. The award is presented to an individual, team or organizational unit for significant technical contributions to MASINT.

Dr. John Kriese, chair of the committee, presented the awards to Deborah VanWyck, senior intelligence officer for radar engineering, in the Directorate for MASINT and Technical Collection (DT), and Joseph J. Jobes, chief of the 513th MI Brigade's MASINT Regional Node, for their outstanding achievements in their respective fields.

VanWyck was recognized for her commitment in ensuring the successful completion of the Cobra Judy Replacement Program. She is known throughout government as an authority on Cobra Judy and her efforts on this MASINT program's successful deployment have made an important contribution to the intelligence community.

Jobes played a significant role in transforming MASINT from a scientific and technical endeavor into an effective and timely operational intelligence discipline, directly contributing to battle space awareness and giving combat commanders a decisive edge in operational planning. His expertise is widely recognized and demonstrated repeatedly as MASINT products of excellent quality are developed and distributed by his section.

This competitive award sponsored by the MASINT Committee carries the prestige and recognition of the assistant director of central intelligence for collection. The James Fahnestock Award is given to the intelligence community's best and brightest professionals, reflecting technical achievement and potential as future community leaders.

This award recognizes significant contributions of civilian and military working-level intelligence professionals who are evaluated against the following criteria:

- The uniqueness, initiative and creativity associated with the nominee's achievement
- Impact on one or more major intelligence challenges
- Impact on the effectiveness of tasking, processing, exploitation, dissemination or management
- Personal or professional risk associated with the accomplishment

Congratulations to both winners on this notable recognition! 🌐



Jayme Block (son of the late James Fahnestock) and Dr. John Kriese (right) congratulate Deborah VanWyck on her award.



Award Winners in our Midst

Two DI Analysts are Recognized for their Galileo Award Submission During a Feb. 18 Awards Ceremony

By Chalessa T. Young and Laura L. Donnelly, DXP

Two DIA employees were among the winners of the inaugural running of the director of central intelligence's Galileo Awards, which were announced Dec. 14.

The Galileo Awards Program is part of an ongoing initiative to seek out and implement innovative ideas for the future of U.S. intelligence. At the heart of the program is the goal to promote a continuous dialogue throughout the intelligence community (IC) about innovative ideas. The papers were evaluated in two rounds of judging by experts from inside and outside of the IC using four criteria: subject matter, scale and scope, innovation and originality and literary quality.

Dr. James B. Petro collaborated with three CIA employees whose paper was selected as one of the top three submissions. The paper, "Redefining the First

Customer: Transforming Intelligence Analysis Through Peer-Reviewed Publications," outlines the creation of an IC forum for the exchange of alternative assessments.

The group chose to focus on the findings of the much-criticized weapons of mass destruction and 9/11 commission reports regarding the rigor of analysis within the IC. The basic principle of the idea was to provide a more efficient method of communication and analysis by mirroring how scientists interact within the academic community.

As it stands now, assessments are principally drafted in response to a specific customer requirement. Drafts are reviewed through a coordination process focused on accuracy, clarity and brevity. However, the coordination process does not ensure consideration of alternate assessments.

With the creation of an IC-only journal under a peer review process, analysts have greater freedom to write an opinion-type paper and give peers throughout the community the chance to provide feedback, and to capture this dialogue for reference. The group envisions the peer review concept to become part of the analytical culture so that ideas have a chance to fully develop prior to production.

When asked what prompted participation in this project, "the potential to effect change was my inspiration," said Petro. "We saw the opportunity to acknowledge a critical issue and propose a workable solution."

Because of the close interaction and existing partnerships of CIA and DIA analysts in the WMD arena, the group effort came together somewhat seamlessly. For Petro, the most rewarding professional aspect in this venture was bringing diverse experiences and backgrounds together, and the challenge of thinking on a larger scale.

His group received a congratulatory phone call on their proposal from Mr. Goss, who asked about their next steps, to which Petro responded, "help implement our recommendations."



Petro has been employed by DIA since September 2001 with the Biological Warfare Assessment team in the Directorate for Analysis (DI) and enjoys his work.

Matthew Burton received one of 10 honorable mentions for his paper, "From Stovepipes to a Web: Adapting Intelink's Gated Communities for the Networked World."

Burton proposed that the IC provide analysts with an outlet for users to publish information in almost any format they choose – without going through middlemen – to make an interconnected community. In his example he compares Intelink to the World Wide Web and illustrates how the implementation of a more user-friendly format would create a more cultivated IC.

Intelink is currently a branched network with no link between similar issues. From Burton's point of view, instead of a web of pages, the network looks similar to the organization charts of the agencies involved. Finished intelligence products are designed, coded and uploaded by nonanalysts unfamiliar with their content and placement within the grander scheme of the community. This results in a branched network with very few cross-agency links of communication.

He explains that instead of being organized into communities of like content, for example a terrorism neighborhood or a biological weapons borough, Intelink is divided into sectors of pages seen mainly for the agencies and offices that own them. And to the analyst, it is this practice that perpetuates the image of U.S. intelligence as a group of competing agencies instead of a true community of analysts and collectors.

Burton's paper asserts that daily communication is essential for a cooperative spirit between agencies. The best (but impossible) solution would be to stick your counterparts into the next cube. On the other hand, analysts could build their own online communities if



Dr. James B. Petro's collaboration with three CIA analysts was selected as one of the intelligence community's top three submissions.



Matthew Burton's paper received one of 10 honorable mentions.

given the chance. Simply put, he suggests that if the community were to link their products to source documents and similar analyses of their counterparts, a sub-community of Intelink would evolve into a true web of information that connects both related data and like-minded analysts. There they can contribute expert knowledge and learn from others or just watch in silence.

When asked what he thought about his honorary mention, "I was surprised that the idea was so well-received, and wasn't expecting others to make such a big deal about it," said Burton. As a technology enthusiast, he would eagerly consider implementing this program for the community.

Burton has a web and technology background spanning nine years. He has been employed as an analyst of Russian telecommunications networks in DI for two years.

Praising all IC officers who submitted papers, Mr. Goss called the program a "great competition with lots of creative energy" and said the winning authors addressed critical issues with "inspirational material."

The Community Management Staff's Strategic Management Issues Office sponsored the Galileo Awards Program, and received approximately 130 papers from officers across the community. The selection panel was impressed with the quality of the papers and the range of topics addressed, especially considering it was the first time for such a competition. All are enthusiastic about sponsoring such a competition again.

By highlighting the thoughtful and creative efforts of those who took part in the program, Mr. Goss hopes to encourage others in the IC to come forward with creative and well-considered ideas for how we can continue to build a successful future for U.S. intelligence. ☎



Quick Reaction Division Receives MASINT Honor

The Quick Reaction Division was Recognized for its Support to Worldwide MASINT Technical Collection Operations

By DT Staff

The Directorate for MASINT and Technical Collection's (DT) Quick Reaction Division (QRD) was selected from among the entire measurement and signature intelligence (MASINT) community to receive the 2004 RIVET AMBER Award.

The QRD was selected for this award in recognition of its service in support of MASINT technical collection operations worldwide. Since its inception in May 2003, the QRD has responded to warfighters' needs by deploying in support of Operation Iraqi Freedom, Operation Enduring Freedom, U.S. European Command and the U.S. Coast Guard.

In conjunction with other sections of DT, the QRD utilizes current and developing technologies in MASINT to provide answers to specific intelligence requirements. By being able to deploy on short notice with a tailored package of personnel and equipment, the QRD adds another dimension to the overall DIA capability to provide support to the Global War on Terrorism and to national security.



Left to right: Arthur Zuehlke, deputy director for MASINT and Technical Collection, Fritz Schwartz and Chuck Walker of the Quick Reaction Division, and Jim Brower of the MASINT Association, congratulate the QRD team.



The RC-135 RIVET AMBER aircraft.

The RIVET AMBER Award is awarded by the MASINT Association, a trade organization formed to be the national industry focal point for measurement and signature technology advice and education. It recognizes an individual's or a unit's effective operational contribution, longtime dedication, notable influence or distinguished service to the MASINT community. It also acknowledges significant accomplishments in one or more of the following areas:

- Improvement in MASINT operations, procedures or techniques
- Achievement in the advancement of MASINT technology applications
- Advancement of the MASINT profession

The award is named in honor of those who lost their lives when the RC-135 RIVET AMBER aircraft crashed in 1969 while on a MASINT data collection mission over the Bering Sea. 🌐



Irish-American

Heritage Month

A Proclamation by the President of the United States of America

The story of the Irish in America is an important part of the history of our country. This month, we pay tribute to Americans of Irish descent who have shaped our Nation and influenced American life.

Long before the great wave of Irish immigration in the 1840s, people of Irish ancestry were defining and defending our Nation. Charles Thomson, an Irishman by birth, served as Secretary of the Continental Congress and helped design the Great Seal of the United States. Irish-born Commodore John Barry fought for our country's Independence and later helped found the United States Navy.

Irish Americans have been leaders in our public life, and they have retained a proud reverence for their heritage. In June 1963, President John F. Kennedy spoke to the Parliament in Dublin and told the story of the Irish Brigade, a regiment that fought valiantly for the Union and suffered terrible losses during the Civil War. Two decades after President Kennedy's visit, President Ronald Reagan returned to his great grandfather's hometown in County Tipperary, Ireland, and greeted the crowd in their own Irish language.

The industry, talent, and imagination of Irish Americans have enriched our commerce and our culture. Their strong record of public service has fortified our democracy. Their strong ties to family, faith, and community have strengthened our Nation's character. The Irish are a significant reason why Americans will always be proud to call ourselves a Nation of Immigrants.

NOW, THEREFORE, I, GEORGE W. BUSH, President of the United States of America, by virtue of the authority vested in me by the Constitution and laws of the United States, do hereby proclaim March 2005 as Irish American Heritage Month. I call upon all Americans to observe this month by celebrating the contributions of Irish Americans to our Nation.

IN WITNESS WHEREOF, I have hereunto set my hand this fourth day of March, in the year of our Lord two thousand five, and of the Independence of the United States of America the two hundred and twenty ninth.

GEORGE W. BUSH





on the HORIZON

Events for April & May 2005

- | | |
|--------------------|--|
| April 3 | Daylight Savings Time Begins |
| April 9 | National Former Prisoner of War Recognition Day (Presidential Proclamation) |
| April 21 | Bring Your Daughters and Sons to Work Day, all-day event, at the Missile and Space Intelligence Center |
| April 24-28 | 2005 DoDIIS Worldwide Conference, Philadelphia, Pa. |
| April 27 | Administrative Professionals Day |
| April 27 | Swing with CWF Spring Golf Tournament, Courses of Andrews, South & East Courses, Andrews Air Force Base |
| May | National Asian Pacific American Heritage Month (Presidential Proclamation) |
| May 5 | National Day of Prayer |
| May 5 | Holocaust Remembrance Day |
| May 5 | Asian Pacific American Heritage Month observance from 10-11 a.m. in the Tighe Auditorium. Theme: "Liberty and Freedom For All" |
| May 5-8 | National Public Service Recognition Week on the National Mall |
| May 8 | Mother's Day |
| May 11 | Multicultural Day, all-day event, at the Missile and Space Intelligence Center |
| May 17 | Crystal Park Ice Cream Social |
| May 21 | Armed Forces Day |
| May 30 | Federal Holiday, Memorial Day (observed) |

For further information or updates concerning these events, please refer to the internal communications web site.

On This Day in **HISTORY**

March

- March 3, 1931: "Star-Spangled Banner" became U.S. national anthem
- March 4, 1949: NATO pact signed
- March 5, 1946: Winston Churchill delivered "Iron Curtain" speech
- March 5, 1953: Death of Josef Stalin
- March 6, 1963: DIA's Production Center occupied Arlington Hall Station, Va.
- March 8, 1965: First American combat soldiers in Vietnam
- March 9, 1862: USS Monitor fought CSS Virginia in first ironclad ship battle
- March 11, 1977: Reorganization of defense intelligence established Assistant Secretary of Defense for Command, Control, Communications and Intelligence position
- March 12, 1947: "Truman Doctrine" provided aid to Turkey and Greece for "containment" of USSR
- March 14, 1951: Seoul, capital of South Korea, recaptured by United Nations forces
- March 16, 1984: Iranian-backed terrorists kidnapped CIA Beirut station chief William Buckley
- March 17, 1965: DIA added medical intelligence element
- March 18, 1747: Birth of William Duer, Army officer, continental congressman, banker, intelligence officer
- March 19, 2003: Operation Iraqi Freedom launched
- March 20, 1965: Defense Secretary Robert McNamara approved DIA's plan for Defense Attaché Service
- March 23, 1882: Office of Naval Intelligence established
- March 24, 1985: U.S. Army Maj. Arthur Nicholson killed by Soviet soldiers in East Germany
- March 25, 1977: DIA's new National Military Intelligence Center completed in Pentagon
- March 26, 1982: Ground-breaking took place in Washington, D.C., for a memorial to honor U.S. soldiers killed in Vietnam
- March 27, 1990: TV Marti began broadcasts directly to Cuba
- March 29, 1973: Last U.S. troops left Vietnam
- March 31, 1991: Warsaw Pact dissolved

The DEFENSE INTELLIGENCE AGENCY Celebrates

Women's

HISTORY MONTH

DR. CONDOLEEZZA RICE
U.S. Secretary of State and previously
the Assistant to the President for
National Security Affairs, commonly
referred to as the National
Security Advisor



JACQUELINE COCHRAN
Founder and director of the Women's
Air Force Service Pilots during WWII
and the first woman to break the
sound barrier.



GERTRUDE EDERLE
1926 Olympic Gold Medalist and
first woman to swim the English
Channel.



MARIAN ANDERSON
Presidential Medal of Freedom recipient,
opened doors in music as the first
African American to perform with the
New York Metropolitan Opera.



**GERTY THERESA
RADNITZ CORI**
First American
woman to receive
a Nobel Prize in the
sciences, and her
research significantly
advanced the
treatment of diabetes



